

THE PIPELINE

THE MAGAZINE OF THE IROQUOIS DIVISION



WE DON'T EXIST TO BE IN RESERVE



WE EXIST TO SERVE



SPRING / SUMMER 2004

From the Editor...

Never before have Soldiers been called to Active Duty in such great numbers from the ranks of the Guard and Reserves. "Transition," which has been the military buzz word for awhile is now being replaced with something stronger: in fact, we now talk about a fundamental "Change" when referring to this topic.

The Army Reserve is fundamentally changing the way it organizes, alerts and deploys Soldiers. This issue highlights the 98th Division's ever-changing status as we transition through this diversely challenging environment. A Lt. Gen. Helmey often proclaims, "We don't exist to be in reserve, we exist to serve."

The soldier is the Army's greatest asset and with soldiers come families. Strong family readiness groups can make or break units. Read Maj. Gen. Robinson's views on the importance of a strong family support program.

"Before there is a Warfighter there is a Trainer." The Army School System (TASS) training is a key mission the 98th performs. This issue sheds light on the Transportation Specialist, Intelligence Analyst and Signal Corps course that are all taught by the 98th Division (IT).

Iraq or Hawaii summer camp? You choose. Read about two very different missions and the soldiers who accomplished them.

Preparing Soldiers and families for deployment and supporting families during the deployment and subsequent reunions are ongoing priorities for the Army Reserve. Information on Law of Armed Conflict, referral services (including information on ESGR and words from the Chaplain), have all been added in this issue to ease some of the stresses that accompany this priority.

Finally, one can never underscore the importance of maintaining accurate accounts of our warfighting and our history. The positive effects it has on future military training and education can not be reiterated enough. Maj. Rosalind Baldwin stresses this point in her article on preserving the history of the 98th Division's role in the Global War on Terrorism.

TC

Ranks are abbreviated so all readers (military and civilian) can understand. We do not use standard army abbreviations. Visit the 98th Division (IT) website for more articles and photos at www.usarc.army.mil/98thdiv.

The Pipeline is published biannually by the 98th Division (IT) Public Affairs Office to provide its soldiers, family members and Army Reserve civilians information on people, policies, operations, technical developments, trends and ideas about the Department of the Army. This unofficial publication is authorized in accordance with AR 360-1 and has a circulation of 4,000. **The Pipeline** is an authorized publication for members of the Department of Defense. Contents of **The Pipeline** are not necessarily the official views of, or endorsed by, the U.S. Government, or the Department of the Army. The editorial content of this publication is the responsibility of the 98th Division (IT) Public Affairs Officer. Printed by Upstate Litho, a private firm in no way connected with the U.S. Government under exclusive written contract with 98th Division (IT).

■ Submit articles and correspondence to Editor, **The Pipeline**, 2035 Goodman Street North, Rochester, N.Y. 14609-1098. Phone: 800-238-3138, ext.: 260, or fax: 585-544-8226, or send e-mail to ThePipeline@usarc-emh2.army.mil.

■ All submissions should include writer's full name, unit address and a home phone number. Submissions may be edited for clarity and space.

■ Unless otherwise indicated (and except for "by permission" and copyright items), material may be reprinted provided credit is given to **The Pipeline** and the author.

■ All uncredited photographs by the 98th Division (IT) Public Affairs Office.

■ Back issues, if available, may be obtained upon request.

The Pipeline Magazine
"Strength Through Truth"

The Pipeline

Vol. 5, No. 1
Spring/SUMMER 2004

Published by the 98th Division (IT)
for the soldiers, civilians and
families of the division.

Commanding General
Maj. Gen. Bruce E. Robinson

Command Sergeant Major
Command Sgt. Maj.
William A. Grocott, Jr.

The Pipeline Staff

Editor-in-Chief
Public Affairs Officer (Acting)
Webmaster
Master Sgt. Toni Celestino
Email: celestinot@usarc-emh2.army.mil

Pipeline Technician/Journalist
Public Affairs NCOIC
Sgt. 1st Class Gwendolyn McGraw
Email: mcgrawg@usarc-emh2.army.mil

Journalist
Assistant Editor
Staff Sgt. A.J. Coyne
Email: coynea@usarc-emh2.army.mil

Journalist
Spec. Ralph E. Scott
Email: scottr@usarc-emh2.army.mil

Photography:
The Pipeline staff and Staff Sgt.
Donna Emmett unless otherwise
indicated.

This publication is approved for commercial
printing under programs 22805 effective April
14, 1999, through the New York Regional
Printing Office
in accordance with
Army Regulation 25-30.

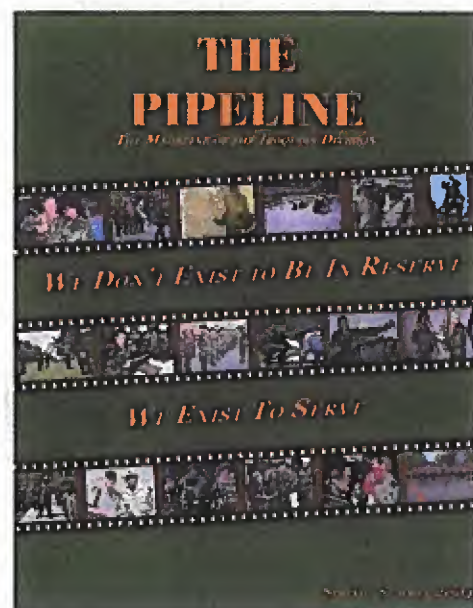
Messages...

On the Cover

98th Division in Action

Next Issue....

Call to Duty



Inside this Issue

Division News	4-5
A message from - MG Bruce E. Robinson	6-7
Deployment Cycle Support/Memorial Day	8
If You Are Called To Duty - Know Your Rights	9
Training the Force - Developing the Iraqi Army	10, 19, 20
Nothing Happens Until Something Moves	11-12
6th Battalion, MI, 3rd Brigade leads the way	13-14
Thoughts from the Chaplain	15, 22
Signal Corps - Training to Transmit, Over	16
Law of Armed Conflict	17
Preserving History of GWOT/Trainer-Warfighter	18
AT in Paradise	21

Service-members Civil Relief Act Revised

by Spc. Ralph E. Scott

On December 19, 2003, President George W. Bush signed into law the "Service-members Civil Relief Act," or SCRA, which is new legislation to help ease the economic and legal burdens on military personnel called to active duty in support of the Global War on Terrorism.

Besides the name change from Soldiers and Sailors Civil Relief Act, another major change is the wording in the Service-members Civil Relief Act, whereas more issues are clarified for the Soldier and families.

In reference to interest-bearing loans or obligations, (to include both consumer and mortgage loans), not only is the debtor required to decrease interest to 6% but they must also forgive the interest in excess of 6% - which eliminates deferment.

Service-members can terminate real property leases when they are moving with permanent change of station (PCS) orders or deployment orders of at least 90 days.

The law also modifies the eviction protection section by precluding evictions from premises occupied by service-members for which the monthly rent does not exceed \$2,400 for the year 2003 (an increase from the current \$1,200).

SCRA adds a new provision allowing the termination of automobile leases for use by service-members and their dependents.

A provision that would prevent states from increasing the tax bracket of a nonmilitary spouse whose earned income in the state has been added to the revised act.

SCRA is designed to protect active duty members, reservists, and members of the National Guard called to Active Duty, and in limited situations, dependents of military members.

Protection under SCRA will be granted if military service had a direct effect on the legal or financial matter in question. Service-members should request protection during active duty or within 30-180 days after military service ends, depending on the protection being requested.



8th Bde. soldiers help Niagara U. ROTC achieve #1 ranking

by Staff Sgt. A.J. Coyne

Soldiers from a 98th Division unit played key role in helping a New York university win a award for ROTC excellence recently. The Niagara University ROTC program was ranked number one in the nation for the 2002- 2003 school year by the U.S. Army Reserve Officer Training Corps Cadet Command in Fort Monroe, Va.

Niagara University is one of five universities in the northeast where instructors from 8th Brigade 98th Division, support active component ROTC battalions.

The annual ranking is based upon how well ROTC programs do in fulfilling their mission requirements for the U.S. Army and on the quality of their cadets.

Ninety-six students are currently enrolled in NU's ROTC program, 67 men and 29 women. In 2003, the program had 16 graduates, more than twice their goal, commissioned as officers in the active component, Army Reserve and Army National Guard.

The 8th Brigade supports active component ROTC Battalions in the 1st Region, U.S. Army Cadet Command, with personnel and training and plays a key role in turning college students into officers and leaders.

In addition to Niagara University, the unit also supports Army Reserve Soldiers teaching Military Science at Canisius College, Hofstra University, Northeastern University and Syracuse University.

98th Soldiers Remember Memorial Day at Ogden, N.Y Senior Center

by Sgt. Maj. Jane Decker

On Wednesday, May 26, 2004, at the Ogden Senior Citizens Center, Ogden, N.Y., members of 98th Division (IT), headquarters, Rochester, N.Y., led by Sgt. Maj. Jane Decker, remembered our fallen veterans on this Memorial Day Weekend. Other members of the 98th Division (IT) attending this community event included Staff Sgt. Woodson Strother, Spc. Richard Tipton, and Sgt. Kimon Babb. The ceremony included a reading of what Memorial Day is all about. TAPS was played while a flag ceremony took place. The flag was unfolded and then ceremoniously re-folded by the numbers while explaining what each of the 13 folds symbolized. The program concluded with a prayer.



Sgt. Maj. Jane Decker, Staff Sgt. Woodson Strother, Spc. Richard Tipton, and Sgt. Kimon Babb honor our flag and our fallen veterans in Ogden, N.Y.



The 98th Div. Color Guard marches in the Rochester Memorial Day Parade. See page 8 for more information.

New and Improved Army Uniform

by Spc. Ralph E. Scott

On June 14, the Army's birthday, the service revealed a redesigned combat uniform with a digital camouflage pattern that looks extremely different from the current battle dress uniforms. This marks the first major change in the Army uniforms since 1981.

The uniform is being produced in a single, universal pattern to replace the two camouflage versions in current use- tan-brown for desert use and green-brown-black for woodland settings. The new pattern is a mix of light green, tan and gray. It was designed to allow Soldiers to blend into urban, desert and forest terrain.

Instead of buttons, the new uniform will make more use of Velcro and zippers. It will also be roomier and made with a wrinkle-free fabric. The outfit will be made only in summer weight fabric, which Soldiers have said they prefer to the heavy, winter-weight fabric that is now an option.

The uniform also includes a sewn-on, anti-fratricide, identifier patch made of a special material. Because it glimmers when seen through night-vision goggles, the glint tape will let other U.S. servicemembers know a Soldier is a friend, not a foe.

In addition, the current black boots will be discontinued and Soldiers will receive a new, no-shine, tan combat boot.

A major moral change is the elimination of an officer's branch identifier on the collar. Army leaders decided to eliminate the branch identifiers because some Soldiers consider certain branches more prestigious than others.

The new uniform was designed in part to accommodate the new Interceptor Body Armor (IBA) which soldiers are receiving in Iraq and Afghanistan for partial protection from bullets as large as 7.62mm. The Mandarin-style collar on the new uniform, for example, shields the neck from the Interceptor vest collar.

Beginning in April 2005, the Army plans to outfit 15,000 Soldiers with two new uniforms each per month. The exact sequence of units that will get the uniforms has yet to be decided. New recruits should start getting the uniforms in October 2005 and by 2007 the entire Army should be outfitted in the new uniform.

The coat and trousers set will cost \$88.00 and should be available for purchase at Military Clothing Sales stores beginning in April 2006.

Maj. Gen. Robinson addresses Family Readiness in 98th Div.

By Sgt. 1st Class Gwendolyn McGraw
98th Division (IT) Public Affairs Office

Before the first 2004 Deployment Cycle Support training seminar, which took place from May 21-23 at Albany, N.Y., Maj. Gen. Bruce E. Robinson reiterated his dedication to, and the future for, family readiness at all levels of the 98th Division (IT).

The Pipeline: In your opinion, why is it important that the Army takes care of their families?

Maj. Gen. Robinson: Because the Army is people. They are the cornerstones of the Army. With people come their significant others. Most of our Soldiers have faith and confidence that the Army is going to be a leading force in making sure their families are taken care of during times that they are called to duty. It is very important to make sure the Soldier has confidence in our ability to be able to take care of their families.

It is a coordinated effort between the Soldier and the Soldiers' units to make sure the families are provided for. For example, the Soldier's responsibility is to make sure that the military services know who their family members are and their family needs.

It is very important that we do everything that we can do in terms of making sure that we have, in place, those fixes such as ID cards, DEERS and Tricare enrollment provided for our families.

The Army is a big extended family - we cannot do this alone. What the Soldier leaves behind at home, such as the guardian, they will take charge of that Soldier's dependents. That guardian has to be a part of this entity, because they need to know about family support, the chain of command, where the facilities are and how benefits can be accessed.

The totality of the Army and our families - it takes a village to raise a child. It takes a whole Army family to support the Army. It takes the whole military to support the military family.

The Pipeline: Please share some of your personal experience, both positive and learning opportunities,

with Family Readiness for our 98th Division Soldiers and families.

Maj. Gen. Robinson: The real-life story comes out of Portland, Maine, with the family of Sgt. Lawrence Roukey, who was killed in Iraq. As part of the support to Sgt. Roukey's family, we found that the effectiveness of the unit's Family Readiness program was outstanding in terms of supporting the family in times of crisis. They assisted Sgt. Roukey's widow with her immediate needs, comforting her and assisting her with Sgt. Roukey's mother's needs.

We have a real-life situation where this young Soldier had gone to war. We found how critical it is to have an effective Family Readiness Group. That is just one example. A family readiness program is only as good as the participants. They must begin with the Soldier shouldering his/her responsibilities in terms of making sure that, in place, are all the things necessary to support their family.

It is so very important that we really spend energy and time to encourage and DEMAND, to make it a readiness criteria, that our Soldiers have, in place those things, both formally and informally, that are needed in the support of their families NOW.

The Pipeline: Lt. Gen. James Helmly, Chief of the U.S. Army Reserve, states that command staff is to become responsible for family readiness - how do you see the 98th Division staff becoming more responsible for family readiness? What specific support programs or plans do you foresee in the future?

Maj. Gen. Robinson: It all begins with the Soldier's readiness process. We are putting more demands on the Soldier to make sure that the Soldier is doing informal things. Soldiers need to ensure they have family care plans, and that they are reviewed and are practical. In another words, if you have small children, you may not want an elderly person who may not have the stamina or health issues to try and be a caretaker. We have to be realistic in our approach, in terms of doing things necessary to make sure that our dependents are going to be provided for by the Army.

We also demand that we make the system work. When the staff goes out, we are constantly going beyond what we have over here as a "hybrid" organization family readiness. It becomes a leader's responsibility at every level to make sure that it's effective.

Therefore, we are going to inspect, to do follow-ups and to test the climate to make sure it's favorable in terms of family support. How do you test a unit for family readiness? You take a sampling - such as during a records check. A commander may periodically pull, at random, some Soldiers' records who have dependents and call that Soldier to see if their record has been updated. Or they can go in DEERS. We have to understand the results of the sample and go into corrective mode. It's one thing to discover deficiencies - it's another to correct them - and then to keep them corrected.

We will go into Expeditionary mindset, where we have some predictability in terms of when we will be called to duty or the possibility of being called to duty. As we get closer to this possibility, we can increase the tempo of verification and validation for providing for our families. We make sure that as we do our final steps of Soldier readiness processing, that the families are there as well. We have the families come in - to verify ID cards. The ID card is one means we access benefits, whether through TRICARE, commissary, or the PX.

We are constantly reinforcing to the Soldier through the leadership that the Soldier and family are integral partners in this family we call the 98th Division.

The Pipeline: What are some of the challenges you foresee with Family Readiness?

Maj. Gen. Robinson: One of the challenges is geography - limited facilities. We need to be working family readiness as a joint venture - all services, active and reserve, at every facility. We need to expand the areas where the families can be supported.

Geography is the biggest challenge. We have units spread out and that seems to be one of our

biggest challenges. Bring people to the facilities or to have mobile facilities that can go out to the units. We do that now - the staff has a mobile ID card machine.

We have to be geared to our Soldier's geographic locations. That also has its own limitations - only so many pieces of equipment with only so many people are capable of operating this equipment. When subordinate units tell us when and where they are located to do this processing, we will have people out there available.



Maj. Gen. Robinson recognizes PT excellence

The Pipeline: During this time of war, what command message can you give the 98th Division Soldiers and families, which shows them that your commitment to family readiness remains strong?

Maj. Gen. Robinson: Two words - be prepared. I learned that as young kid in the Boy Scouts. Being prepared means that preparation is more than just the individual. Being prepared means that a person is

able to have appropriate balance of family, employer and Army, so that these three entities will be able to track and support each other regardless of the Soldier's status, inactive or active.

Being prepared is compared to the 1775-1776 Minutemen - the whole deal is that you are prepared. At a moment's notice, you are able to go from inactive to active duty status and not lose a beat, because you had enough foresight to make sure that your family and employer preparation is intact. Your own preparation is intact, which is relative to being a well-disciplined Soldier ready to become a warrior out front. It requires having personal, family and employer affairs in order.

We do not know the time but we do know the need and that we, as Soldiers, will get that call. There is no slowdown in operations in the foreseeable future. A Soldier must be able to take what we are entrusted with - which is 24 hours a day - and utilize it. Within that space of time, we make sure that we go back and dedicate the appropriate amounts of time to our family, ourselves, to employers and to believers - God. We have to be able to balance that at any given time, because we may be called to go elsewhere. We need to take the present time to prepare for the future...

What Rain? We're Patriotic New Yorkers!

by Master Sgt. Toni Celestino

What can you say about New Yorkers? Well, you can say that rain and dusty skies did not keep them at bay when it came to celebrating this year's Memorial Day celebration, especially since New York was the first state to officially recognize the Memorial Day holiday back in 1873.

About 85 groups marched in this year's downtown Rochester, N.Y. Parade and Maj. Gen. Bruce E. Robinson was the reviewing officer.

Scores of volunteers from the Division showed up to march and, along with the honor guard and the Division Band, they represented us proudly.

An estimated 10,000 people from the local area cheered them on. It was truly a day to pay respect and to honor our past and present Soldiers.



Maj. Michael D. Lemleux, HHC commander, leads 98th Division (IT)



Maj. Gen. Bruce E. Robinson leads the way at the Rochester 2004 Memorial Day Parade. Getting out into the community is something he stresses and he did just that. He was the reviewing officer for the annual City of Rochester 2004 Memorial Day Parade.

Deployment Cycle Support Training Albany, N.Y. May 21-23, 2004

by Sgt. 1st Class Gwendolyn McGraw

"Being prepared involves more than an individual", according to Maj. Gen. Bruce E. Robinson, Commanding General of the 98th Division (IT). The Deployment Cycle Support (DCS) Training represents a newly-organized command from Lt. Gen. James Helmly, Chief of the U.S. Army Reserves.

From May 21-23, over 102 family readiness liaisons, volunteers and staff members of the 77th Reserve Readiness Command (RRC), which includes the 98th Division (IT), attended the DCS training at the Crowned Plaza Hotel, Albany, N.Y.

"We are in a state of war and we have to pre-

pare our family for the inevitable," states Maj. Gen. Richard S. Colt, Commanding General of the 77th RRC.

According to Colt, the number one directive is mobilizations and the DCS training represents an important directive to prepare Soldiers and their families in the event of mobilization. This training takes "the monkeys off the commander's backs", according to Bernie Dupaul, a 77th RRC Family Readiness trainer. He encouraged attendees to take what they learned from the DCS back to their units.

The mission of the U.S. Army Reserve Family Readiness Program is to support family readiness programs that promote self-reliant Soldiers and families.



Participants studiously take notes



Brig. Gen. Richard J. Sherlock discusses matters with a vendor.



98th Division Soldiers attentively listen during Family Readiness training seminar

If You're Called to Duty, Be Sure to Know Your Rights

By Sgt. A.J. Coyne
98th Division Public Affairs Office

Every day, Army Reserve Soldiers are being called to serve their country, both at home and abroad. For many Soldiers, it's old hat. But for many others, it's either a brand-new experience or something they have only done on active duty.

Either way, being in the Army Reserve presents a whole new series of problems when a Soldier is activated. But maybe the most challenging one is the conflict it creates between an employee's civilian obligation and a Soldier's military duty.

Employer Support of the Guard and Reserve was established in 1972 to promote cooperation and understanding between Reserve component members and their civilian employers and to assist in the resolution of conflicts arising from an employee's military commitment.

But ESGR is most important when Soldiers receive orders sending them away for weeks, months, or even years, at a time. They have rights that protect them and their jobs when they are called to active duty. But the employer has rights too. It's vital for Soldiers to know and understand these rights and ESGR is there to let employees and employers know what those rights are.

ESGR provides an informative web site that contains information for both soldiers and their employers, including frequently asked

questions, the Uniformed Services Employment and Reemployment Rights Act and helpful hints to make the deployment easier on both sides.

"The Soldier has as much responsibility to communicate with an employer as the employer has an obligation to follow USERRA," said Maj. Gen. (Ret.) Thomas Sabo, former commander of the 98th Division and a member of the Western New York committee of ESGR.

According to Sabo, many problems result from poor communication between employers and their employees or from a lack of familiarization with the rights and responsibilities outlined in the USERRA.

"Many soldiers communicate with their employers," Sabo said. "But a handful of them don't."

When called to duty, ESGR recommends Soldiers give as much notice as possible. Situations sometimes arise where an employee leaves work on a Friday, is activated over the weekend, and by Monday are on active duty somewhere.

If they fail to receive advance notice from the military, their employer can't hold it against them.

The law does not require an employer to pay a Soldier while away on duty for the military. In addition, that employer can't force an employee to use vacation time while performing military obliga-

tions.

Once their military duty is complete, how much time Soldiers have to return to their jobs depends on the amount of time they were gone. If the period of service was between 31 and 180 days, a Soldier is required to return to work within 14 days of the end of the period of service. But if the period of service was 181 days or more, the employee has 90 days to return to work.

However, the returning employee does not have to wait to return to work. He or she can do so as soon as they feel they are ready.

Many of these issues can be resolved as long as the Soldier communicates with his or her employer. However, when problems do arise, ESGR is available to assist the Soldier.

"ESGR doesn't like confrontation," Sabo said. "It wants to solve problems amicably."

To that end, according to the retired general, ESGR will look at both sides of the disagreement and attempt to find an acceptable solution.

"ESGR is a mediator and the Labor Department is the hammer," Sabo said. "We want to solve the problem in a fair, friendly, amicable way for both parties."

"Let's be friends, not enemies," he added.

For more information on the rights and responsibilities of employees when mobilized for military duty, visit the ESGR web site at www.esgr.org.



Training the Force:

How 8 Iroquois Soldiers played a crucial role in the development of the Iraqi Army

by Staff Sgt. A.J. Coyne

Photos courtesy of Sgt. Maj. Scott Lycett

In mid-February, Sgt. Maj. Scott Lycett and seven other 98th Division (IT) Soldiers traveled to the other side of the world for a mission that would eventually see them working alongside British and Jordanian Soldiers as they trained the next generation of the Iraqi military.

Lycett, one First Sergeant, and six Drill Sergeants were hand-picked to deploy to Iraq as a mobile training team to teach leadership to the Iraqi Army.

First the Soldiers flew to Fort Lewis, Wash., where they met up with Soldiers from other institutional training units, including the 84th Division, the 100th Division and the 104th Division. This new group of 64 Soldiers called themselves Task Force NCO and prepared for their overseas deployment by qualifying with their weapons, completing common task training certification and receiving uniforms and equipment from the central issue facility.

After 10 days in the Pacific Northwest, Task Force

"All the while you are wondering if some insurgents are going to open fire on the bus or if there is an improvised explosive device (IED) waiting for you up ahead."

NCO was ready for the trip to the Middle East. But first the 98th Division (IT) Soldiers were treated to a home-cooked meal at the home of Brig. Gen. Richard J. Sherlock, Deputy Division Commander.

"We spent a wonderful afternoon at their home on McChord Air Force Base, having a well-needed last barbecue before our trip to the desert," said Lycett, who is assigned to 1st Battalion, 98th Regiment, 3rd Brigade. "It just so happens that Gen. Sherlock's wife is the Air Force colonel in charge of flight scheduling out of McChord. So a double thanks to her for getting us birds to Iraq as well."

On Feb. 19, they lifted off for an 11-hour flight to Spain. After a six-hour layover, they then boarded a flight that put them in Kuwait at around midnight local time.

"We were quickly briefed and bedded down around 0400," Lycett said. "It reminded me of my first night at basic training, when you arrive late in the evening and they talk



Sgt. Maj. Scott Lycett with Tom Brokaw from NBC News in Iraq

your ear off until the next morning and then feed you and send you to bed just to get you up a couple hours later.

The Irving, N.Y., native and his group spent a day and a half at Camp Wolverine, Kuwait and finally learned that their mission would be at Kirkush Military Training Base (KMTB), 90 miles east of Baghdad and about 100 miles from the Iranian border.

After a short flight to Baghdad International Airport, Task Force NCO boarded two buses and convoyed to KMTB.

"It was the most eye-opening, interesting and heart-pumping ride of my life," Lycett said. "Here we were 64 Soldiers packed on two buses, with four Humvees, racing through the streets of Baghdad and all the small towns and villages. All the while you are wondering if some insurgents are going to open fire on the bus or if there is an improvised explosive device (IED) waiting for you up ahead."

Two hours into their five-hour trip, Lycett's fear appeared to come true.

"We stopped for something strange in the road," he said. "The convoy operations guys jumped out with the robot and removed a device in the road. Luckily it turned out to be more of a decoy rather than a real IED."

While waiting to link up with the 4th Infantry Division, Lycett and his Soldiers were forced, "to wait on the side of the road with cars, trucks and buses whipping by, not knowing if they're bad guys or not."

continued on page 19

Nothing Happens Until Something Moves

By Capt. Robert Bartholomew, 4th Brigade, 98th Division (IT)

All photos by Spc. Kevin V. Nguyen

Throughout history, transportation was an important factor. Without it, armies were slow moving and had to rely on local economies which proved unreliable. The 9th Battalion, 4th Brigade, 98th Division (IT) in Fairfield, Conn. led by Lt. Col. Steven Niblett, trains soldiers to complete the current transportation missions.

With the use of aircraft, trucks and ships, transporting soldiers and supplies for today's modern army is much easier and quicker than by the wagons and mules of the past; however, there are still unique challenges that our soldiers meet daily. Superior training eliminates many of these challenges.

The 9th Battalion is tasked with training drivers and supervisors for a variety of transportation-related Military Occupational Skills (MOS). This past June, the unit setup shop at the Air Force Reserve Base located in Niagara Falls, NY. and commenced training both National Guard and Reserve soldiers in 88M10, 30 & 40 level courses.



Sgt. Terrence L. House connects trailer cables during driver training

Like all military schools, the process starts with registering for the course in the Army Training Resource Requirement System and having the soldier's parent unit complete a pre-execution checklist. After arriving, students in-process to ensure that their documentation is in order. "Mostly it's a smooth process," said operations NCO Master Sgt. Eugene Bacon, "However, some students show-up with either missing documents or other discrepancies."

The 9th Battalion staff can help with some issues such as out of date military driver's licenses; however, some issues are not so easily resolved and soldiers are given 72 hours to correct any outstanding issues.



A trailer is prepared by 88M10 student Spc. John Dietlin

In a true collaboration of effort, Command Sgt. Maj. Gary D. Lyness of the New York Army National Guard (NYARNG) worked with the 9th Battalion and representatives of the Air Force Reserve Base to set-up the training. "This is a great training site, Command Sgt. Maj. Lyness truly understood our mission requirements and helped to forge a path for mission success" said Master Sgt. Kraig F. Swanson, who is the acting 9th Battalion Command Sgt. Maj.



An instructor critiques Spc. Jamie M. Myers, 98th Div.

Temporary profiles are not allowed and soldiers must have a valid civilian driver's license in order to participate in the course. Failure to meet these criteria is cause for termination.

As students move into the classroom, the key to success is to pay attention, participate, and have a willingness to drive some of the newest trucks in the army, according to Bacon. "Our goal is to help soldiers achieve success in the course," states Bacon. There is about a 95% first time pass rate and with a little tutoring most soldiers make the grade.

During the June, 2004 annual training, students from as far away as Georgia were provided training in 88M10 (E1 - E8) Motor Transport Operation, 88M30 (E5 - E6) Motor Transport Supervision (BNCOC) and 88M40 (E7) Motor Transport & Operation (ANCOC).

Students spent time in the classroom and in a driver training area (DTA) with instructors guiding them through the educational process. Fieldwork included tasks such as "straight line and alley backing" causing students to guide the 43-foot trailored mammoths through tight cor-

ners and close quarter docking areas. These skills are essential for moving through tight city streets as well as large open areas.

The course is structured to allow for plenty of "Stick time," said senior instructor Sgt. 1st Class Salvador Jardin, "students need more than instruction. Because one of our major goals is safety, we ensure students go through each skill several times with an instructor prior to going out on the open road."

The hands-on portions of the courses are typically the favored part of the instruction. Spc. Brigitte M. Morrison of the 3643rd NYARNG recently graduated from the 88M10 course and stated "instructors such as Sgt. 1st Class Taylor and McDonald did an outstanding job, they helped me understand the process by standing outside the cab and guiding me."

Sgt. Raymond Presley of HHC 27th Brigade NYARNG and a professional civilian truck driver, came to see



Sgt. Richard W. Shirley instructing Spc. George Boon on navigation skills

how the 9th Battalion provided instruction. "There's very little difference in the civilian and military training - both top notch - I would like to move on to eventual become an instructor" said Presley.

"Our goal is to help soldiers achieve success in the course, states Master Sgt. Eugene Bacon."

Instructors are involved in the entire process from site preparation to physical training. "We lead a busy life," noted senior instructor Sgt. 1st Class Augustin Gonzalez Jr., "many nights are spent updating and preparing for the following days curriculum remedial training, risk assessment and, if necessary, we counsel students."

Students may have moved on but the 9th Battalion has made an impact in their lives as many students stay in contact with instructors through e-mail and phone calls.

The torch has been passed and a new group of soldiers are trained transporters of vital resources and necessary equipment to move forward allowing the United States and America to sustain and win the Global War on Terrorism.



88M10 instructor Staff Sgt. Scott Lewis disconnects a wheel on trailer using a "J" hook

6th Bn., 3rd Bde. Soldiers Pilot Cutting-Edge Military Intelligence Training

By Sgt. 1st Class Gwendolyn McGraw

All photos by Sgt. 1st Class Donna M. Ortiz,
6th Battalion, 3rd Brigade, 98th Division (IT)

Because of the Global War on Terrorism, changes in military intelligence gathering and analysis paves the way for realistic intelligence analyst training programs.

At Fort Devens, Mass., the 6th Battalion, Military Intelligence (MI), 3rd Brigade instructors, along with other MI TASS (The Army School System) instructors, taught a newly renovated, six-week Intelligence Analyst (96B10) reclassification course.

"I am very proud that we were able to support it," said Command Sgt. Maj. Kim F. Emerling of the 6th Bn. "We were able to pull it off as far as getting the students and class here. I'm very proud of the product that the training base expansion mobilization team put together for the Army.

Led by Chief Warrant Officer Susan M. Story, the crew of eight instructors guided, supported, instructed and mentored the 24 highly-motivated students. On Dec. 12, 2003, these students graduated and became qualified to work as Intelligence Analysts.

But their graduation is only the beginning of a long, arduous journey for the 6th Battalion command to teach this restructured reclassification class. To understand the journey, one has to return to the beginning.

According to Story, a group of Reserve TASS battalion instructors from five different TASS MI battalions were mobilized in January 2003, to support the U.S. Army Intelligence School in Fort Huachuca, Ariz.

This elite group of instructors was



Sgt. Jeffrey M. Kirkwood of HHC, 40th Infantry Div. (Mech), Army National Guard, Stanton, Calif., conducts a battle-update brief

chosen to write a new 96B-reclassification program for the U.S. Army Reserve. Working under training developers at the school, their goal was to write a new program that captures the new Army Doctrine but tailored to the Reserve Component Soldiers' schedules.

The Department of Defense defines Operational Environment as a composite of the conditions, circumstances, and influences that affect the employment of military forces and bear on the decisions of the unit commander. Previously used Cold War training doctrine was revamped with this in mind.

Last minute logistical support from both the battalion and the division was required to create this new program.

"They had to bring the main computer system from Fort Huachuca," Emerling said. "That was a last-minute deal that happened in a relatively short period of time, approximately six weeks."

Sgt. 1st Class Eric S. Wallace, from 95th Div., Oklahoma City, Okla., is one of the instructors who was involved from the inception in March 2003, developing, designing and writing instructions.

"When you take a course from beginning to end, you have an attachment to it," he said. "So you want it to do well."

Will Platt, a civilian analyst from the U.S. Army Intelligence Center, also attended the course. His mission was to assist in the validation process of this



Intelligence Analyst students prepare and update their maps and overlays after being given the Division Intelligence Summary.

course through United States Army Training and Doctrine Command (TRADOC). According to Platt, anytime new training courses are created, his team has to validate them.

"We made some assumptions during the design process and we came up with a model," Platt said. "We introduced it as a pilot and then we evaluate their findings and course work so that we can ultimately put the finished product out as fast as we can."

"We captured lessons learned in the real world and tried to make this training as accurate as possible," he added.

One example of real world lessons was during the Tactical Operations Centers (TOC) exercises, when the students used maps from the Middle East.

"This will be a good product and it will get the 96B MOS more current doctrinally for the missions they are going to do," said Story. "The course also gives the student the basic tools and understanding of concepts so that they can do their job."

From the pilot program, the course materials are corrected and then the course goes through the approval process at Fort Huachuca. After review and approval from TRADOC, the course is issued out to the TASS Battalions. The information taught in this course becomes the new course of instruction for all Reserve Component reclassification 96B training. The Active Army may also choose to adopt this training program.

"We are just really excited and proud that we got the opportunity to do it here," Story said.

The 6th Battalion leadership and instructors agree that the students are the ones who made this new pilot course work. They had to work from 10 to 15 hours a day, six to seven days a week.

According to Story, the materials were not perfect, with the instructors learning as they went through the teaching process.

"They don't know when they write a lesson, how long it is going to take for the students to understand it and to do the practical exercises," Story said. "We were validating the materials and finding out how long it really took to teach the course."

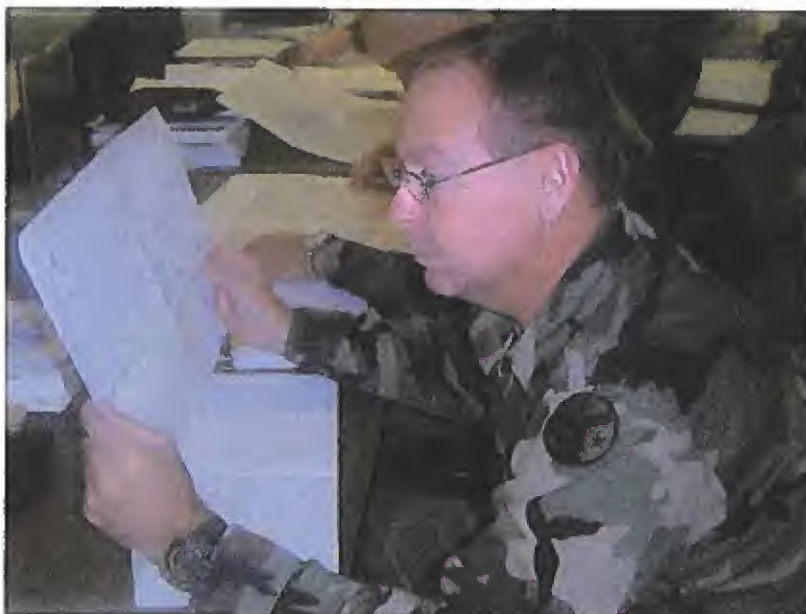
Weaknesses in student computer abilities contributed to this unpredictable process. Every student was assigned a laptop computer, upon which they had to do most of their message traffic and data base management and analysis.

They had to learn programs such as PowerPoint and the Internet. More than half the class needed more training in computer skills, according to Story. However, the instructors' and students' dedication and teamwork overcame this weakness and turned it into a positive team-building experience.

"As we went along, the instructors helped the students and the students helped one another," Story explained. "This teamwork helped the class bond as a team."

The course consists of three phases over six-weeks. The first phase involves distance learning of basic skills. Phase two entails instructor interactions and practical exercises.

The course finishes with a three-day long exercise in which students have the opportunity to create and man tactical operations centers. This remains the favorite portion of the training, according to Staff Sgt. A.L. Kupec from Los Alamitos, Calif.



Staff Sgt. Jeffery A. Peters, M.I. Company, 278th ACR, Army National Guard, studies the marginal information of an international area map.

Using maps from their training, the students know where the friendly counterparts are going to do. They then brief the commander on what the enemy is going to do through evaluation of message traffic.

This is called the predictive analysis. During the predictive analysis the intelligence analyst briefs the commander on what they think the enemy is going to do, which he can use for future battle planning.

"You try to predict what the enemy is going to do and you put yourself in the enemy commander's shoes," explained Story. "You look at the situation and you figure out what they are likely to do."

The students must know the enemy's capabilities, vulnerabilities, how they organize and how they operate, according to Staff Sgt. Greg C. Wyse, of the 6th Bn.

Wyse also shared his mobilization and deployment experiences with the students on their graduation day.

He did not sugarcoat the situation about the war on terrorism. Speaking of fallen co-workers, he said that "you have to have confidence in yourself, you have to have passion."

"Knowing the local attitudes and beliefs will save lives," explained Wyse.

He also explained the infrastructure of the new enemy, how they think, whom they follow and who we have to be concerned about in the war on terrorism.

"History has a terrible way of repeating itself," Wyse said, describing how important it is for these graduates to know their enemy and understand their enemy's ideology and methodology. The graduates learned that it is important to know where the terrorists exist everywhere, and not in the likeliest of places.

Lt. Col. Michael G. Stylianios, the 6th Bn. commander, presents a realistic goal for the graduates of the Intelligence Analyst 96B10 course.

"We'd like them to be able to go out, get into the field and basically perform their skills at the same level as the active component Soldiers," Stylianios said. "Ideally, when they leave here they should be able to rapidly assimilate into their environment."

Thoughts From the Chaplain on Family Life

By Chap. (Col.) Paul Womack
98th Div. Chaplain

That military service can add great stress on our personal and family lives goes without saying.

From personal experience as a mobilized soldier assigned to a combat theater and as a mobilized soldier assigned to a stateside Installation Chapel, I have witnessed this stark truth. In our current situation, it is not uncommon to hear the refrain, "We did not sign on for this."

The anticipated length of tours, the perception of uncertainty and constant danger, and the lack of the physical presence of one's spouse do not mitigate the ease of communications and a sense of connection resulting from the proliferation of cell phones and email.

As in any stressful situation, the energy associated with the event can and often does pull at the fabric that bonds two people together or bonds a family together. Even the strongest of families can feel the pressures and the tensions. Relationships with already existing fault lines will often find those fault lines assuming earthquake status.

To admit this, however, is not to cast a pall of discouragement over any relationship or to fill one with dread and anxiety. Actually, most relationships survive and grow stronger because of the shared experiences. Of course, some relationships do not survive but most relationships do find renewed strength and vision for the future.

There are several thoughts I would like to share with you as

we face these uncertain times.

The first is this: we cannot change our circumstances. The situation you find yourself in is the situation. There are great historical forces at work, with Presidents and Generals making decisions that impact down the line.

However, what a person can do is work on the attitude they have toward the situation. In facing adversity, a person can be defeated yet remain hopeful, or conquer adversity yet become hardened by the process, or become bitter or develop gentleness.

I happen to think there is always the option to seek and choose the path of response to one's situation. A person need not be locked into a particular attitude toward difficulty.

In the second place, what helps me with the responses I make is the notion that one way to look at spirituality is to recognize the fact that spirituality has to do with relationships and the affective or emotional qualities we bring to those relationships.

We are locked into a vast network of relationships, and that as long as we find ourselves in the midst of humanity there is always the possibility for love, kindness, gentleness, and patience to find a home. Circumstances can be difficult, frustrating, agitating and demoralizing, but they need not define how a person's life will for ever be lived.

It may sound trite, but look for that silver lining in the dark clouds; seek what can be affirmed as of value and importance, in spite of the negativity of the moment.

Third, recognize that

changes will occur regardless. For families who have a spouse away, there is change. For a family for whom a spouse was not mobilized or deployed, change also occurs. Only the dead live in a non-changing world, and I'm not so sure about them.

So, while change can be hard and stressful, the issue is not how one resists change but how change is accepted.

None of this is meant to imply that persons are not tremendously affected by the changes in their lives. Turmoil is turmoil and frustration is frustration and there is much that merits our anger and resentment.

No one should ever feel the burden of being a passive recipient of unfair or unjust realities.

But the key issue becomes: can we find some element in this experience that can become a source of wisdom and understanding and energy that can be used to make what changes do come positive and renewing?

continued on page 22



Signal Corps - Training to Transmit, Over

by Staff Sgt. A.J. Coyne

The ability to communicate on the battlefield is a crucial component of warfighting. But thanks to the efforts of a 98th Division unit, more Army Reserve Soldiers are now ready to provide their units with this valuable tool in a combat zone.

The 3rd Battalion, 98th Regiment, 3rd Brigade, 98th Division spent two months this summer at Tobyhanna Army Depot in Tobyhanna, Pa., training signal corps Soldiers from U.S. Army Reserve units across the country.

Soldiers from California, Connecticut, Maine, Michigan, Minnesota, Pennsylvania, Rhode Island, Texas and Guam converged on the post from May 26 through July 23 for training in various signal corps specialties. These military occupational specialties included cable systems installer/maintainer, multichannel transmission systems operator/maintainer, signal support systems specialist, network switching systems operator/maintainer, and radio operator/maintainer.

"It's very intense," Maj. Juan Howie, the battalion's operations chief. "They have to learn a lot of information in a short amount of time. And they have to be focused when they're here because everything's very high tech."

"We generally get very sharp Soldiers in here," added Master Sgt. Randolph Lewis, a subject matter expert from Fort Gordon, Ga. "They all have very high GT scores and have shown that they can handle the training."

In addition to reclassifying Soldiers into signal corps jobs, the Iroquois Division Soldiers also provided phase II training for the telecommunications operations chiefs advanced noncommissioned officer course.

Adding to its workload, the 3rd Battalion, 3rd Brigade, received an extra mission when it was tasked with providing training to Soldiers from a unit scheduled to deploy to Iraq later in the summer. The 250th Signal Battalion, of the New Jersey Army National Guard, was slated to receive its training from June 25 through July 23.

In addition, Soldiers from the Providence, R.I.-based unit also provided training to small group leaders and instructors who will then go on to train other signal corps troops.

The extra taskings added significantly to the unit's

workload but they didn't affect the quality of the students training, according to Howie. In mid-June, 134 Soldiers were on the ground as part of the unit's training, he said. This included 20 instructors, 18 staff members, and two Title 11 Soldiers. The rest were students, at various stages of their training cycles.

Depending on whether they attended phase I phase II, or both phases of their MOS training, students were on the ground anywhere from two weeks to a month. And at the completion of their class, many of the Soldiers were scheduled to put their newfound skills to use.

According to Howie, 80 percent of the Soldiers who traveled to Tobyhanna for signal corps training were already scheduled to deploy.

"Although the training we do is always important, it is especially true this year," said Lt. Col. James Mountain, commander of the 3rd Battalion. "Many of the 31 series soldiers that we are training are from units that have been called to active duty and are currently at their mobilization sites. In a very short period of time, these Soldiers will apply the skills they have learned here on support of our Nation's mission in Iraq and Afghanistan."

It all added up to a busy summer for the dozens of Soldiers tasked with providing training and support for the mission.

"Our main challenge was trying to support six weeks of full-time training here at Tobyhanna with employers who plan on losing their employees for only 14 days," Mountain said. "Some Soldiers can work out with their employers the extra time required away from work. For many others it is not so easy and can place a strain on the employer/Soldier relationship."

But his unit overcame this challenge through the professionalism and dedication of its non-commissioned officers, according to Mountain. In fact, many of his Soldiers used personal days and vacation time to support the mission, he said.

"The reason we have been so successful in this mission is simple- the non-commissioned officers of the 3/98th run this battalion," Mountain said.



"Cable Dogs" in the Cable Systems Installer/Maintainer (31L10) course erect a communications tower at Tobyhanna Army Depot.

LAW OF ARMED CONFLICT

by Col. Michele H. Altieri, Staff Judge Advocate

The need to prevent unnecessary suffering and destruction on the battlefield led to the adoption of binding customs and formal laws of war embodied in the Geneva Conventions and Hague Regulations.

These binding customs and formal laws of war reflect both military interests and the moral values of civilized persons. These laws of war are legally binding upon the majority of governments and their armed forces, including the United States.

These laws recognize that enemy forces are human beings and that captured or detained persons are entitled to humane treatment and must be protected from humiliating treatment and harassment, regardless of their prior conduct or beliefs.

Violating these laws is the same as violating U.S. laws. Soldiers must not only be proficient in military skills, but they must also have the moral courage to follow these laws of war.

The laws of war consist of four categories. The first involves forbidden targets, tactics and techniques, and applies to combat situations. The second involves enemy prisoners of war and detainees. The third involves responsibilities toward civilians and their private property in the war zone. The fourth category deals with the prevention and reporting of unlawful acts and orders.

The laws of war regarding forbidden targets, tactics and techniques are designed to safeguard defenseless persons and property not directly involved in combat. Only combatants are proper targets. All others are noncombatants and cannot be attacked.

Noncombatants include civilians, medical personnel, chaplains, captured enemy soldiers, sick and wounded enemy soldiers, or enemy soldiers who surrender.

Humane treatment of noncombatants may produce valuable intelligence, gain active support for the U.S. mission, and deny support for the enemy.

All captured enemy soldiers or civilian detainees must be treated humanely. The law of war strictly forbids attacks upon personal dignity or degrading treatment. Acts of reprisal or revenge upon captured enemy or civilian detainees is a violation of the laws of war.

Sick and wounded enemy soldiers or civilian detainees will be provided the same medical care as friendly sick and wounded. Captured enemy soldiers and civilian detainees may be searched for items of military or intelligence value.

Weapons, maps or other military documents may be taken from the captured enemy soldiers or civilian detainees. Personal property and protective items (i.e., protective mask) cannot be taken from enemy soldiers or civilian detainees.

Violations of the laws of war subject U.S. Soldiers to punishment under the Uniform Code of Military Justice. Orders to commit law of war violations are unlawful and cannot be obeyed.

All U.S. Soldiers have an absolute duty to report violations of the laws of war immediately through their chain of command. If the law of war violation involves the chain of command, Soldiers may report such violations to the Inspector General, any Judge Advocate, Chaplain or the Provost Marshal.

The binding customs and formal laws of war embodied in the Geneva Conventions and Hague Regulations exist to guard against acts that violate the basic tenets of civilization.

Warfare is regulated to protect against unnecessary suffering and ensure that certain fundamental human rights are safeguarded. These binding customs and formal laws provide advance notice of the accepted limits of warfare and help restore peace.



Preserving History of Global War on Terrorism

by Maj. Rosalinda Baldwin

The Army Reserve is collecting historical data from every Army Reserve Soldier who mobilized and served their country during the Global War on Terrorism (GWOT).

This requirement gives every Soldier the opportunity to tell their personal story of what they did and what they experienced. Historians will use this information to tell the story of the role of the Army Reserve and the Soldiers who served in GWOT.

If you watched the Ken Burns production "The Civil War", you might remember how interesting the individual letters from Soldiers were. The information Soldiers provide today, might well be used in a similar way 20, 50 or 100 years from now.

In addition, this information will show the importance of the Army Reserve in protecting our democracy.

As Brig. Gen. James A. Kelley, Chief of Staff of the Army Reserve recently said in a letter on the importance of collecting this information, "If we do not collect historically significant data now, we will not have a history later!"

Every Soldier is strongly encouraged to keep notes or a diary during their mobilization. This will make writing the autobiographical statement at the end of the tour less difficult and more accurate.

It is easier to get details accurate when they are recorded as they happen, as opposed to dredging them up from memory. If you can take photos, make sure you make a record of the cut lines, which includes the "who, what, when, where and why" information for each photo.

When a Soldier demobilizes, they will be given a word document that will provide a guideline or outline to write their autobiographical statement.

The Soldier should also submit any photos they have with cutlines. This info can be submitted electronically by email to 98gwothistory@usarc-emh2.army.mil, by hard copy sent to Commander, 98th Div (IT), ATTN: GWOT POC G3, 2035 Goodman St. North, Rochester, N.Y. 14609, and/or to your current Army Reserve unit.

Much as the World War II television series, "Band Of Brothers", told the story of the Soldiers of Easy Company 506th Regiment 101st Airborne. The collected stories of the Army Reserve soldiers serving during the Global War on Terrorism will provide a record for future generations.

Those of us collecting this information, with the cooperation of every Soldier mobilized, will get everyone's story for posterity, so no one will be denied the opportunity to tell what they did in the Global War on Terrorism.

You can contact the 98th Division (IT) GWOT point of contact (POC) via email sent to 98gwothistory@usarc-emh2.army.mil for more information or with any questions or concerns.

Before There is a WarFighter There is a Trainer

Not since the Vietnam era have trainers felt the instant gratification that accompanies the instructor-Soldier experience - that is until recently. The Global War on Terrorism is changing all that. Below is a letter from a division trainer to his Sgt. Maj. The writer of the letter a Master Sgt., prefers to remain anonymous.

-Master Sgt. Toni Celestin

Sergeant Major,

You know how we have all been making sacrifices for the last 17 months of mobilization, and will continue to do so over the course of the next seven. There have been many times when I've looked back and reflected, and can't help but ask the question: 'Is it worth it? Are we doing the right things?'

After volunteering, and being sent to Iraq, I think I can unequivocally answer that question for all of us that have asked those tough questions. The simple answer is yes, and let me explain why.

I had been in Iraq for three days when something extraordinary happened. I was going through one of the chow halls on Taji, and I hear someone call my name from across the dining facility.

I turned to look, and coming towards me was a SPC that I could never remember seeing before. I'm a little surprised, since I have my full battle rattle on, he can't read my nametape, my hat with my name sewed on it is in my cargo pocket, yet this Soldier I don't recognize knows my name.

I tell him that yes, I'm who he thinks I am. He proceeds to tell me that he is a part of the postal detachment that went through our lanes training at Fort Riley, and he wanted to say thank you for the quality training that we had conducted there.

At that point, I was just stunned. We ran over 3,200 personnel through the live fire exercise where I was assigned, one blank iteration, one live iteration. I saw each Soldier at the most for probably 2 hours out of their nine-day training cycle with us.

Yet for whatever reason, I had made such an impression on this young specialist that 5 months later in Iraq, he can pick me out of a chow hall filled with 500 people, and remembered me by name.

Yes, Sergeant Major, we as a group and as individuals can make a tremendous difference in the lives of every Soldier we come in contact with during the training we conduct. Thankfully, this was not an isolated incident.

In various locations across Iraq, I have probably run into a dozen Soldiers that we trained, and each and every one of them remembered us, and was very flattering in their remarks about our training that we conducted.

If you ever hear anyone say that what we are doing is not important, or that we don't make a difference, I want you to show them this message. I have seen the proof with my own eyes that we have the ability to leave a lasting impression on every Soldier in a very short amount of time.

I was very proud of the work I had done on the Convoy Live Fire exercise before I came to Iraq. Here also, I have faced many challenges in being able to accomplish the assigned mission.

I would not trade this experience for anything though, because Iraq is where I found the ultimate reward for my efforts: I made a difference.

Training the Force

continued from page 10

Once on the bus and back on the road to KMTB, Lycett got a good look at the countryside and the people of Iraq.

"Iraq is a third-world country in the truest sense", he said. Yet at one time it housed the fourth-largest army in the world and it has the third-largest daily oil production in the world," Lycett continued. "But they have primitive sewer and drinking water systems, extremely poor medical care, very poor food preparation skills and a terrible education system."

Once at KMTB, Lycett and the 63 other Soldiers were housed in barracks with lanterns and showers. They eventually received a phone system and internet capabilities. Food was provided by U.S. contractors in a central dining facility.

They joined the Coalition Training Team, which was made up of approximately 320 senior NCO trainers and staff from all four branches of the service. They were designated an NCO Academy by the Coalition Military Assistance Training Team, their parent command, which is responsible for standing up the entire Iraqi Army and Police Force.

Within two weeks of their arrival, a junior NCO course and a senior NCO course were up and running, keeping 95% of the trainers busy. But about 20 Army and Marine Drill Sergeants and senior NCOs were still left looking for work, according to Lycett.

A British major was also looking for work at KMTB and he was soon tasked with standing up the 1st Iraqi Training Battalion. Maj. John Perez then heard there was a sergeant major and about 15 drill sergeants available. Lycett was summoned to see him and soon the sergeant major from the 98th Division (IT) was the chief of training for the 1st Iraqi Training Battalion.

First the group designed, wrote and taught a Battalion Staff course to teach the Iraqis how to operate a battalion.

"We ran a course which explained what a battalion commander does, what the battalion executive officer does and the duties of the staff sections," Lycett explained. "It was pretty interesting to have a staff sergeant teach an Iraqi lieutenant colonel how to do his job, but the guys did

it and the battalion is operating so they must have done a good job."

Meanwhile, the NCOs authored a course that included leadership training, weapons, basic combat skills, drill and ceremony, and other Soldier skills.

The group then developed a four-week, "Train the Trainer" course, which Lycett described as, "a kind of a Drill Sergeant School course." This course was for company grade officers and senior NCOs and the purpose was to train basic training instructors.

All of this training was established and conducted with no curriculum foundation, according to Lycett. It was all developed from scratch, based on the trainers' accumulated military knowledge.

"But as Maj. Perez always said, 'Give me a white board and a marker and I'll train this beast,'" Lycett recalled.

"That's exactly what we did"

"Our goal at the end of the day was to have the Iraqi cadre training the Iraqi recruit Soldiers," Lycett said. "So we designed an eight-week Basic Recruit Training Package, taking doctrine from the American and British militaries. We then combined the two, mixed in the cul-



Lt. Gen David Petraeus and Sgt. Maj. Scott Lycett



Iraqi recruits receive instruction on individual tactics and movement by Iraqi drill instructor.

Training the Force

tural and religious spice of the region and created the first Basic Recruit training course in the New Iraqi Army."

Of course actually training their students was difficult unto itself. After the trainers wrote the lessons, the lessons then had to be translated to Arabic so their Iraqi counterparts could read them.

"Then we had to train the Iraqi drill sergeants on the classes to ensure they could teach them correctly, all the while overcoming a language barrier and cultural sensitivity," Lycett said. "Officers of the Jordanian Army, who served as translators, cultural guides and sometimes our good friends, provided our voices."

In addition to training the Soldiers, Lycett and his



Iraqi recruits qualifying with their AK-47 on 100 meter range

"It was the most eye-opening, interesting and heart-pumping ride of my life."

group fixed up the battalion headquarters by bringing in new furniture, painting the interior and creating a battalion flag. Sometimes, Lycett said, in their quest to improve their Soldiers' surroundings, they were forced to use their own money to get things done.

After three and a half months, the 1st Iraqi Training Battalion was operational. There are now Iraqi Soldiers training 530 Iraqi recruits with little assistance from the coalition team. According to Lycett, the mission has been a success from the CMATT commander's perspective.

"During his fifth visit, I heard him say, 'We have created the training footprint for the entire Iraqi Army and this program will be the universal recruit training program for the Iraqi Army. This is the most successful and productive program of all the Iraqi Army training programs active today.'"

Because they did such a great job, Maj. Gen. Paul B. Eaton, the CMATT commander, tasked the group to stand up a military occupational specialty qualification school in the Iraqi Training Battalion, a one-stop shopping for Basic Combat Training and Advanced Individual Training.

In mid July, Lycett and the rest of his group returned home after five months in the Iraqi desert. The time away from their families was naturally tough for the eight



Iraqi drill sergeant candidates practice instructional basic first aid techniques.

Iroquois Soldiers. But Lycett acknowledged the tremendous support and assistance his Soldiers and their families received from the 98th Division (IT) while they were away.

"I have always been proud to be a part of the 98th Division and this adventure has solidified those feelings even more," Lycett said.

The sergeant major is also proud of his mission and the accomplishments of all the Soldiers he has worked with in Iraq. There are no more than 200 senior staff and instructors, who have the capability to train more than 5,000 Soldiers per year in various courses. KMTB at the 1st Iraqi Training Battalion is not the official center for training in the New Iraqi Army and there are now 11 buildings and 10 training sites under that command.

"I know the guys and I will leave a long-lasting and important footprint for this new country and new army," he said. "It has been an honor and oftentimes a pleasure, to be associated with this mission."

"We will not soon forget the friendships and professional relationships we have created with all of our coalition members. Although we are all anxious to go home, we are all happy to have been a part of this mission and are pleased with its results," said Lycett.

3rd Bde. Soldier Heads to Hawaii

by Command Sgt. Maj. Gary I. Ginsburg
1st Battalion (EN), 3rd Brigade (CS), 98th Division (IT)

"Join the Army and see the world," are words used by recruiters to encourage Soldiers to enlist.

Sgt. 1st Class Norman Goodell an instructor assigned to the 1st Battalion (Engineer), 3d Brigade (CS), 98th Division (IT), had a rare opportunity to see part of the world most U.S. Army Reserve Soldiers never experience.

Sgt. 1st Class Goodell served as a carpenter and masonry instructor on the island of Oahu in Hawaii for 39 days during November and December 2003. The 411th Engineer Combat Bn. (Heavy), 9th Reserve Ready Command needed certified instructors whom could help accomplish the mission of reclassification training and Goodell volunteered to help out.

"The unit out there promised an active duty tour in paradise," Goodell said of volunteering for his duty. "Yes, Hawaii is very beautiful but I worked hard and got only two days off in five weeks."

"These guys were hurting for instructors and three senior NCOs in the rank of master sergeant nearly hugged me when I got off the plane," he recalled.

Goodell was the lead instructor for 18 students being trained as masonry and carpentry specialists. These Soldiers required the reclassification training on short notice due to the unit mobilization orders for Southwest Asia.

"I got seven days notice about a possible mission in Hawaii but the official approval and my orders came through on Friday at the last minute," Goodell recalled. "Orders were published and the next day I was on the plane to Hawaii at 0615 on Saturday. Thank goodness for fax machines."

"This class included three phases - combat engineer training (CET) carpentry and masonry," he pointed out. "The CET involved things like placement, arming and removing land mines, and demolition techniques."

The students also had to complete 17 carpentry and masonry skills, which culminated in building a shed. These sheds will become guard posts at various installations in Hawaii.

His students were a mixed group of former Army military police soldiers, administration specialists, cooks, college students, housewives, and schoolteachers.

"The 18 students were highly motivated and had to work together as a team or the projects would never get done on time," Goodell said.

The Shafter Flats location on Oahu provided an excellent training facility. This was also the first time the carpentry and masonry specialist class was conducted in Hawaii. Normally, students from the 50th state travel to Fort Leonard Wood, Mo., on temporary duty. So this short notice training in military occupational specialty 21W saved the Army on potential travel and TDY costs for 18 students.

At the conclusion of training, Goodell was coined by the Commanding General, US Army Reserve IX Corp for his major contribution to this highly successful mission. The Bn. CSM also coined the Soldier in January 2004 during his visit with unit members of the 1st Bn. in Schenectady N.Y.

As a certified instructor, Goodell brings a wealth of Army experience to every mission in which he participates. He has 23 years of military service, including four at Fort Bragg, N.C., as an airborne infantry Soldier in the 82nd Airborne Division.

"Sgt. 1st Class Norm Goodell is an outstanding instructor in every way and a big part of the very successful accreditation cycle for this unit in June 2003 at Fort Dix," said Lt. Col Edward Lynch, Goodell's battalion commander. "I would take 10 more just like him."

"Overall this was a great mission and I would be willing to help these guys again, if need be," Goodell said.



Sgt. 1st Class Norman Goodell (right) spent 39 days in Hawaii as a carpenter and masonry instructor.

Family Life

continued from page 15

This leads me to two final considerations.

One is that the central definition to love—at least in my opinion—is the willingness to look out for another's best interest even when you do not feel like it or want to do it.

I am tempted to make this a universal ethic, but practical considerations compel me to realize this orientation of love really only occurs when there are intimate and lasting relationships involved.

It is very difficult, if not impossible, to love in the abstract; likewise, love that is expressed only when one feels nice or warm or friendly is a love that does not demand from us our most sincere and determined efforts.

True love, I think, is an attitude of high regard and respect for the other that sometimes struggles to be made real in relationships but is, nonetheless, the love that enables relationships to endure. It is a love that is specific to the situation.

Therefore, while it may not be easy, always look out for what is best for the other person.

And, second, seek assistance to help you maintain some balance in the midst of the turmoil of change or disappointment or regret and grief. It is not a sign of weakness to ask for help when facing difficulty.

The reality of prayer or worship or conversation with a trusted guide or spiritual director helps us find our way.

Our Division Chaplains and assistants have as a primary mission assisting persons in negotiating their way through problematic situations and difficult

circumstances. You can call on us!

Change is an inevitable feature in life. In fact, change is about the only constant factor we can predict.

Life will present many occurrences. But change need not be a reality that robs life of joy.

Change, while involving difficulty, can be the beginning of new horizons and growth. So in these uncertain times, may we all find the emotional and intellectual and spiritual energy to endure and conquer.

Adopt A Platoon

by Sgt. 1st Class Gwendolyn McGraw

In 1998, Ida Hand, a mother of a Soldier deployed in Bosnia, found out through talking with her son, Chauncey, that nine Soldiers weren't receiving any mail while deployed.

Ms. Hand subsequently adopted these nine Soldiers and encouraged family and friends to send letters and care packages. The program, Adopt A Platoon Soldiers Support Effort was born.

Today, through their web-site, www.adoptaplatoon.org, Adopt A Platoon Soldiers Support Effort is dedicated to contacting and supporting Soldiers. Any Soldier who is not receiving mail is sent letters and care packages.

On the web-site, the reader can email a Soldier, contact the volunteers and learn more about this program.

A non-for-profit organization and free service, run by volunteers, Adopt A Platoon makes phone contact with each Soldier supporter, ensuring they are legitimate supporters.

According to Cheryl Christensen from Rochester, N.Y., they support single and married Soldiers. Once an application (information) is received, it is reviewed, screened and a personal contact will

be made.

"I just have so much respect for these Soldiers. It is the least we can do for them. And it is an honor to help them," said Ms. Christensen.

A year ago, she read a local article in the Rochester-based newspaper about Soldiers not receiving mail while deployed. She now takes care of 7 Soldiers, who are currently serving overseas.

According to Ms. Christensen, one person should send names of Soldiers interested in helping www.fran@adoptaplatoon.org.

The organization matches marital status, when considering supporters with age and rank considered. Ms. Christensen reiterates that it is not a dating service and not every applicant is chosen.

The organization is dedicated to providing support through letters and care packages. Any person interested in adopting a platoon can contact the web-site for more information. The goal of the organization is to ensure that no Soldier is forgotten.

No Cost Anti-Virus Software Available

by Mr. Jeff Jokinen

Computer viruses are appearing at an alarming rate and the Department of Defense (DOD) recognizes that to protect government networks, the computers of DOD employees should be protected with the latest anti-virus protection.

All DOD employees who have AKO accounts may now download the latest free anti-virus and firewall software to protect their network assets and their computers (excluding contractor and reserve personnel).

Free downloads of both McAfee Virus Scan and Norton Anti-Virus are available for home use and may be downloaded to home computers for use with an AKO account.

Links to the download site are available at the AKO homepage under "Army Wide Announcements".



Army One Source

is designed to help you deal with life's issues. 24 hours a day, 7 days a week, 365 days a year you can call in and speak to a master's level consultant or you can go online to access information or email a consultant.

Army One Source

- Caring for you and your family
- Managing your everyday life
- Available anytime, anywhere
 - Your privacy is assured
 - No cost to you



You can also visit a counselor in person, in your local community. You have access to up to six (6) in-person counseling sessions with a licensed counselor at NO COST TO YOU.

**All you have to do is make the call:
From US: 1-800-464-8107
or International toll free: 800-464-81077
or International collect: 484-530-5889.**

All calls are answered by professional staff 24 hours a day, 365 days a year.

Please visit the website: www.armyonesource.com



SOLDIER'S CREED

I am an American Soldier.

I am a Warrior and a member of a team.

I serve the people of the United States and live the Army Values.



I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills. I always maintain my arm, my equipment and myself.

I am an expert and I am a professional.



I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.

I am a guardian of freedom and the American way of life.

I am an American Soldier.

